



DEPARTMENT OF THE NAVY

CHIEF OF NAVAL EDUCATION AND TRAINING

250 DALLAS ST

PENSACOLA FLORIDA 32508-5220

CNETINST 12410.2C

Code OOE1

DEC 16, 1996

CNET INSTRUCTION 12410.2C

Subj: UPWARD MOBILITY PROGRAM (UMP) FOR CIVILIAN EMPLOYEES

Ref: (a) CPI 410
(b) CPI 335

(D)
(D)

Encl: (1) Methods for establishing and filling upward mobility positions
(2) UMP Accomplishment Report Format

(A)

1. Purpose. To provide guidance and assistance to the Naval Education and Training Command activities in developing Upward Mobility Programs (UMPs).

2. Cancellation. CNETINST 12410.2B

3. Background

a. Executive Order 11478 requires that agencies provide the maximum feasible opportunity to employees to enhance their skills so that they may perform at their highest potential and advance in accordance with their abilities. The Equal Opportunity Act of 1972 requires that all Affirmative Employment Plans (AEPs) identify provisions for establishing training and education programs designed to provide maximum opportunity for employees to advance in order to perform at their highest potential. The upward mobility concept was developed to comply with these requirements.

b. Upward mobility is defined as a systematic management effort that focuses on the development and implementation of specific career opportunities for lower level employees who are in positions or occupational series which do not enable them to realize their full work potential. UMPs are designed to increase opportunities for individuals at the lower range of the grade spectrum (GS-9 or below and equivalent wage grade levels). Women, minorities, handicapped individuals, and disabled veterans who are heavily concentrated in lower level positions could be expected to benefit. Enclosure (1) describes a number of methods that can be used to achieve the objectives of the Upward Mobility Program. All levels of management are expected to support and encourage the use of the UMP and assist eligible employees in reaching their full potential.

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4. Policy

a. The Chief of Naval Education and Training (CNET) is committed to maximum utilization of human resources and endorses the upward mobility concept as a means of achieving affirmative employment goals required by references (a) and (b). Reference (a) requires that headquarters offices and field activities employing 100 or more U.S. citizen civilian appropriated fund and nonappropriated fund (NAF) employees develop and operate formal UMPs. Headquarters offices and field activities employing fewer than 100 U.S. citizen civilian employees, including NAF employees, shall establish UMPs to the extent feasible.

b. Formal UMPs will include, as a minimum, the following program requirements:

(1) Designation of an individual responsible for the management of the UMP.

(2) Systematic method for the identification of the upward mobility positions.

(3) Allocation of resources for training billets and training funds.

(4) Identification in activity Affirmative Employment Program Plans (AEPPs) of annual UMP goals in targeted occupations.

D) (5) Procedures for the rating and selection of candidates consistent with reference (b).

(6) Method for evaluating program accomplishments and objectives.

(7) Formal training plans for upward mobility selectees.

(8) Career counseling services.

c. In recruiting for upward mobility positions, activities shall:

(1) Limit competition to activity employees for upward mobility positions filled using either the Department of the Navy (DON)-wide training agreement or other upward mobility approaches.

(2) Restrict a portion of upward mobility positions to employees who do not meet minimum qualification requirements for the upward mobility position. A restricted upward mobility announcement means that only applicants who are not otherwise qualified for the position, but who demonstrate potential, will be eligible for selection. Unrestricted UMP positions allow all

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applicants, both qualified or unqualified with demonstrated potential, to be eligible for selection. The DON-wide training agreement must be used in either instance.

(3) Assure that advancement opportunities are made available for GS-1 through GS-9 and equivalent wage grade employees in dead-end positions who do meet minimum qualification requirements for advancement.

5. Action

a. Each activity employing 100 or more U.S. citizen civilian employees (appropriated fund (AF) and NAF combined) is required to issue a local policy instruction which will include the following information:

(1) A general explanation of the UMP.

(2) An explanation of activity program objectives and goals.

(3) Identification of responsible officials along with their roles and responsibilities.

(4) General information on how the program will work and the method to be used to evaluate program accomplishments.

b. Include UMP objectives and goals in annual AEPPs and Federal Equal Opportunity Recruitment Program (FEORP) Plans. FEORP and AEPPs shall address each of the elements specified in paragraphs 4b and 4c above as appropriate to assist in achieving the objectives of the specific plans.

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c. Submit a one-time UMP establishment report no later than 2 January 1997, to CNET (Code 00E1) to include:

(A)

(1) Copy of activity UMP policy instruction(s).

(2) Copy of the document designating the activity UMP manager.

(3) Total number of AF employees in full-time permanent billets as of 30 September 1996.

(4) Total number of NAF employees in full-time or part-time permanent billets as of 30 September 1996.


d. Provide an annual UMP Accomplishment Reports by 15 October of each year for the preceding fiscal year to CNET (Code 00E1) using the format provided in enclosure (2). Separate reports are required for AF and NAF workforces.

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- A) 6. Report. Report control symbol CNET 12410-2 is assigned to the reporting requirement in paragraph 5d and is approved for 3 years from the date of this instruction.


J. S. COLEMAN
Vice CNET

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250 DALLAS ST
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METHODS FOR ESTABLISHING AND FILLING
UPWARD MOBILITY POSITIONS

1. Upward mobility provides developmental opportunities to lower level employees which go beyond normal staff improvement practices. These include restriction of the area of competition to Navy activity employees and establishment of a formal developmental program for the purpose of providing experience for entry into and movement in the career field.

2. The following procedures qualify as methods for implementing the concept of upward mobility for lower level employees in the Navy:

a. DON-wide Training Agreement

(1) The training agreement allows a waiver of formal qualification requirements of trainee position. Qualification requirements for the target position may be met by substitution of accelerated training on the basis of up to 1-month training for 2 months experience. Evaluation and selection of candidates under this method are made on the basis of assessment of potential to perform the duties of the target position. Written tests will not be used in the evaluation process.

(2) Selected individuals are assigned to a trainee position and upon successful completion of their training program, reassigned or promoted to the target position. A training plan is developed based on the individual's training needs to meet the requirements of the target position. This plan is incorporated into an Individual Development Plan (IDP). The required length of training is from 6 months to 2 years. The target position will normally be the first level of a career ladder. Details concerning the use of the current DON-wide training agreement are found in reference (a), Appendix F.

(3) A portion of positions filled through the use of the DON-wide training agreement must be restricted to Navy employees who do not meet minimum qualification requirements for the target position.

b. Job Restructuring to Establish Bridge Positions. Job restructuring is used in connection with position management. This method involves setting up a different structure of positions to accomplish the work of the unit. To accomplish this, lower level work is extracted from the "professional" (or two-grade interval) positions and used to establish "Technician" (or one-grade interval) support positions to accomplish the work of the unit. This type of position, referred to as a "bridge" position, is a continuing position as opposed to the "trainee" position which disappears upon movement into the target position using the training agreement. The experience gained in these positions will "bridge" the gap between the one-grade interval

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Enclosure (1)

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positions and the two-grade interval career fields offering greater growth potential. Experience gained in these positions is qualifying experience for entry into the higher level career fields. A technician position may be established with a career ladder or may be a single position for movement between career fields. (Examples: (1) establish a Personnel Clerk, GS-203, position at the GS-4 level targeted to GS-5 with the opportunity for non-competitive career progression from the GS-5 level to the GS-7 level in the GS-203 series; (2) establish a GS-5, 6, or 7 position as a Budget Assistant, GS-561, which will provide qualifying experience for entry into Budget Analyst positions at the GS-5 or 7 level.) The latter approach may be used in conjunction with the training agreement or may be used alone as an upward mobility opportunity using normal merit promotion procedures requiring evaluation and selection based on the Office of Personnel Management Handbook X-118 qualification requirements.

c. Entry Level Positions. Positions targeted for the full performance level may be filled at the entry level of a career ladder with a formal developmental program having formal academic courses and/or on-the-job training which is designed to advance the employees to the full performance level. Use of this method normally precludes the necessity of having specialized experience in the career field.

d. Establishment of Target Positions at Various Grade Levels

(1) Target positions may be established at various grade levels and occupations with or without use of the DON training agreement to assure adequate opportunities for all employees at or below GS-9 and wage grade equivalent positions to enable them to move into new occupations offering career progression. This method is particularly useful in reaching lower grade General Schedule employees in areas where the pay disparity between the Federal Wage System and General Schedule pay systems make it impossible to use the DON-wide training agreement to fill wage grade positions. An example of this method is to develop a trainee level targeted to a mechanic helper position. NAVSO P-3090-15, issued 11 January 1984, provides grade level definitions (WG-1 through WG-5) and is specifically designed to facilitate the classification of upward mobility jobs. The trainee positions are then filled through merit staffing procedures but limit the area of consideration to DON employees. The vacancy announcement will include a statement that the position is a "trainee" position which will provide for advancement to the mechanic helper position with successful completion of the training. Reference (a), subchapter 11, describes components of a pre-entry trades training program which may provide upward mobility opportunities.

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(2) Another example of this method is to determine the grade level of the underutilized employees toward whom the upward mobility announcement is to be directed and then establish target position grade levels accordingly. (Example: If the grade level of the employees toward whom the upward mobility effort is to be directed is at GS-5, target positions in a career field having promotion potential to GS-9 or above would be established at either the GS-5 or 7 level with the trainee position established at the GS-5 level. However, if the upward mobility effort is to be directed toward employees at the GS-4 level, the target position should be established at the GS-5 level with the trainee position at the GS-4 level.) Since there are normally several grades in a career ladder, by utilizing this method the activity is free to choose the appropriate grade level to meet upward mobility objectives and to reach targeted employees.

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FORMAT

UMP ACCOMPLISHMENT REPORT

FY_____

Department of the Navy/
AGENCY AND COMMAND

COMMAND ADDRESS

NUMBER EMPLOYEES COVERED BY THIS PLAN: (as of 30 Sep 19__)

Appropriated Fund (FTP): _____

NonAppropriated (FTP): _____

NonAppropriated (PTP): _____

NAME AND TITLE OF UMP MANAGER

TELEPHONE/FAX NUMBER

SIGNATURE OF PRINCIPAL EEO OFFICIAL

DATE

SIGNATURE OF HEAD OF ACTIVITY

DATE

NAME AND TITLE OF HEAD OF ACTIVITY

TELEPHONE/FAX NUMBER

Enclosure (2)

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UMP ACCOMPLISHMENT REPORT, FY_____

1. Total number of permanent billets filled during FY_____:

External: _____

Internal: _____

2. UMP recruitment goals and objectives (refer to local, CNET and DON AEPPs):

<u>PATCOB</u>	<u>OCCUPATIONAL TITLE</u>	<u>SERIES</u>	<u>GRADE(S)</u>
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3. Total number of UMP positions filled: _____

<u>PATCOB</u>	<u>OCCUPATIONAL TITLE</u>	<u>SERIES</u>	<u>GRADE(S)</u>	<u>RECRUITMENT</u>
		TYPE* *Career Ladder, Restricted, or Unrestricted		

4. If no UMP recruitments were made, state why.

5. Provide narrative report on the following:

- a. Method of identifying upward mobility positions.
- b. Allocation of resources for training billets and training funds.
- c. Procedures for rating and selecting candidates consistent with CPI 335.
- d. Method of evaluating program accomplishments and objectives.
- e. Formal training plans for upward mobility selectees.
- f. Career counseling services.